

JUS.T.I.S. * Governance Council Meeting Minutes

*Justice Tracking Information System

Thursday, May 10, 2007, 10:00 a.m.

425 Seventh Street, First Floor

San Francisco, California 94103

Attendance

Sheriff	Eileen Hirst	Public Defender	Rene Manzo
Adult Probation	Ernest Mendieta	Public Defender	Tyler Vu
District Attorney	Martha Knutzen	Superior Court	Pat Jeong
DOSW	Emily Murase	IT PM	Al Corker
MOCJ	Lenore Anderson	DTIS	Walt Calcagno
MOCJ	Sasha Hauswald	DTIS	Rob Castiglia
Police Department	Tom Feledy	Coordinator	Paula Itaya

Call to Order

Eileen Hirst, Co-Chair of the Governance Council, called the meeting to order at 10:09 a.m. Eileen requested that all audible electronic devices be deactivated, so as not to sound during the meeting. Eileen thanked members for their attendance today since the meeting was unavoidably rescheduled from April 26th, and re-located for this meeting only.

Adoption of Agenda - Action Item

Emily Murase moved to adopt the Agenda as read. Pat Jeong seconded the motion, which was approved unanimously by the members. The Agenda was adopted without change.

Adoption of Minutes - March 8, 2007 - Action Item

Martha Knutzen moved to adopt as final the Draft of Minutes of the meeting of March 8, 2007 as submitted. Emily seconded the motion, which was carried by unanimous voice vote. The Minutes were adopted for distribution as final.

Executive Sponsor Update - Discussion/Action Item

Lenore Anderson apologized for requiring the meeting to be rescheduled and re-located. She said that during the past month, the Mayor's Office of Criminal Justice (MOCJ) has been working on the development of the JUSTIS budget and reviewing what is being planned for FY 07/08. In addition, Lenore said that they are working on creating methods for the production of statistics and analysis of data, to be available through a portal in their office. In answer to a question regarding the particular statistics being collected, Sasha Hauswald said that they are still working on this process. She said that they would be adding to an existing portal, and members would be familiar with the statistics they have now, and would be kept informed of the data involved.

Technical Steering Committee (TSC) Update - Discussion/Action Item

Walt Calcagno presented a summary of the Technical Steering Committee (TSC) recent activities. Walt said that they continue to meet weekly, except for the day of the Council meeting. They have met with the Adult Probation Department (APD) and the vendor, Syscon, regarding an Oracle upgrade.

Walt said that the TSC had met with Anita Sevilla of the Police Department (SFPD) regarding a modification of a grant for rolling out their new computers. He said that they would like to have a presentation by the Police of their

Records Management System (RMS). Walt said that the TSC might be able to assist with some of the issues SFPD is facing at present.

Walt added that they have also met with the Public Defender, who provided a status report on their case management system.

Budget Update – Current Year - Walt said that Al Corker would present the budget update. Al projected a spreadsheet of the run-time budget of the current year, which he invited members to review. He said that as part of the past reorganization, DTIS now has the responsibility for tracking the expenditures for each project. Al said that the budget tracking document is actually a series of worksheets, which sets up the original budget for each project at the beginning of the year and tracks the labor and invoiced expenditures as they are paid. He demonstrated a project summary sheet, which shows the present status of the project relative to the funds remaining. This is helpful to the TSC, which could see all of the hours invoiced and costs incurred by the various vendors.

Al said that one area of budget shortfall is the their own work with the SFPD RMS project, and with APD and Syscon, which has been extensive. Al said that they plan to continue the current level of service. He added that DTIS would be cutting a bit close, but their work could migrate to the grant. He said that they paid this year for approximately \$40,000 of last year's labor costs, which was a setback. Al added that this probably would not occur again for next year.

Members mentioned that the historical JUSTIS budget is being reviewed by some local newspaper reporters, as well as being the subject of various case studies.

Budget Proposal – FY 07/08 – Walt presented the JUSTIS budget proposed for the next fiscal year. He said that the budget consists of four areas totaling \$4,725,436. These are on-going operational costs - \$2,302,078; enhancements - \$717,000; development costs - \$1,406,358, primarily carry-forward for the completion of the New World Systems and HUB projects; and program management - \$300,000, for IT PM services. He said that the funding would come from new General Funds - \$3,381,881; carry-forward General Funds - \$1,024,078; and carry-forward grant funds - \$319,477. Walt said that the operational costs are largely DTIS services. He said that the warranties and licenses (\$722,139) are the individual Oracle licenses and the annual maintenance fees for each of the departments. Walt said that the enhancement costs include those that have been approved by the TSC to date.

Walt said that there is a finite amount of IT funds available citywide, and so they have had to whittle down future expenses as much as possible. Walt said that fifty-three million dollars has been requested citywide, but approximately fifteen million is available, so there will be some cutting. He said that the HUB grant was to have expired, but it has been extended. All of the other grants would be used or carried forward.

In answer to a question about any provisions to increase DTIS staff, Walt said that they have budgeted for four dedicated personnel and two network staff. They would be replacing one person. They lost one position this year, which is to be replaced by a new hire or by moving someone from elsewhere in the organization.

In answer to a question about the budget process, Eileen said that the budget must first be approved by the budget subcommittee of the Committee on Information Technology (COIT). After approval, it goes through the general City budget process. Two of the City Supervisors are members of COIT. Department members are sometimes invited to appear before COIT to explain their requests. Walt said he would notify Lenore and she would inform members of pertinent news and/or if they are to make any presentations.

Case Management System Update - Discussion/Action Item

District Attorney - Martha presented the update. She said that the system is mostly rolled out and she is in a fairly good position at this time. She is working on various modules. For example, she is working with the subpoena unit to enable the issuing of subpoenas. Martha said that she recently attended a user's conference and there is a good upgrade on the horizon. She said that her system is two generations behind, and if too far behind, they will lose vendor support, which they need. Martha added that they have decided to transfer to a newer server on site, which would be

safer and faster. Martha said that she is working with the vendor to try to get reports out of the system. Standard reports should be completed within the next month. She said that she is the main person working on the system and fortunately she receives good assistance from their vendor. Martha verified that her system upgrade is included in the FY 07/08 budget.

In answer to a question about the charge code errors, Martha said that she has not done anything about them as yet. She requested that the notice be re-sent to her and the changes would be made.

Rob Castiglia said that he would like his team to be included in the charge code discussion because there are HUB implications involved, but he needs to know the priorities attached to this issue. He said that if the issue has a higher priority than what he is working on with the HUB, he needs the Council to let him know that. He said that he has been working on key pieces of the HUB development. He realizes that everyone needs the correct charge information. Rob said that he knows the charge issue is linked to the Sheriff go-live and would not be overlooked. He said that his team works on a certain sequence, and will know when the appropriate time to make adjustments or changes would occur.

Public Defender – Tyler Vu said that he and Rene Manzo are working closely with the vendor. The payment schedule had to be re-structured based on changes in their priorities. He said that this was an organic occurrence in the development of a system. In addition, Tyler said, they are working with Rob and his team on the data exchange and messaging system between the HUB and their system.

Police Department (SFPD) – Tom Feledy provided an update on the Records Management System (RMS), among other issues. He said that one of the issues he mentioned at the last meeting has been resolved: the internal SFPD server, which was behaving erratically, has now been stabilized. Tom said that other problems still exist: connectivity issues between the Hall of Justice (HOJ) and One Market Plaza (OMP); and the vendor is still not connected to either server to do fixes or maintenance updates. These problems are impeding progress on the final build of the software and on testing. They are lagging behind in terms of an infrastructure upgrade. He said that he has been told there are purchase orders for some of the equipment, and they have received approval for outsourcing. There is still work to be done in this area.

Tom said that his software team is working on finalizing the validation sets for the software. He said that they need assistance with this and have requested help from the HUB staff, but they are booked. He said that he would be meeting with Rod Castillo, who, with the DTIS database group, has volunteered to help. He said that thousands of elements must be installed into the validation sets. Tom said that the HUB staff needs improved resources; there is not enough staff to do all the work, only two staff members. Tom said that there is a lot of work that they would like the HUB staff to do. Walt said that in addition to the two HUB staff, there is also the staff of the contracting vendor. He added that he is asking for additional help for the HUB team.

Tom said that they continue to work with the Department of Emergency Management to develop the interface to their Computer Aided Dispatch (CAD) data, as well as for connectivity to police vehicles. They are investigating the use of commercial radio systems, which allow high-speed access to the vehicles. Tom said that the RMS requires a high bandwidth connection.

Tom said that they have been investigating the conversion of criminal history information. Pat said that she recommends talking to Rod Castillo about this, since disposition data is uploaded by a File Transfer Protocol (FTP) process from the Court (ACES application) to CMS. From CMS it would be converted to be received by the HUB, as would all other relevant data from CMS. The RMS would receive the data from the HUB, not from the Court. Rob suggested a meeting with the Police, Rod and himself to resolve the issues of the origins and conversions of criminal history data. Tom said that they are also interested in the conversion process for warrants, which the Sheriff is working on. Finally, there are issues regarding citations and tracking towed vehicles, which they would be working on as well. Tom said that he would be attending a vendor conference in Baltimore in May.

In answer to a question about the Taraval rollout, Tom said that the rollout plan has been altered. They would begin with the Bayview Station instead of Taraval, as previously planned. He said that there is no time frame as yet for beta testing. In addition, he said that the goal of December 31, 2007, will not be met, and they do not have a new date

yet. He said that there are too many variables beyond their control to set a new date. Tom said that he has been on the project for four months of the twenty-eight of its existence. He said that he keeps finding new things to be done, and a tremendous amount of City organization involved that needs to work together. He said that there are a lot of unknowns; for example, if the budget is not approved or is cut, what is the fate of the project? It was suggested, and members agreed, that the Mayor be kept informed of the uncertain status of the project as Tom has outlined it.

Tom said that IT PM has been helpful and he is grateful to AI for his assistance in providing a methodology for proceeding. However, the documents and work breakdown structure require knowledge of the tasks. Tom stressed the fact that resources within the Police Department are minimal. He said that another problem is the lack of other resources, such as within the HUB team, which are needed to complete the project.

In answer to a question about the design of the RMS, AI said that the RMS is a purchased product, a companion product to the Jail Management System (JMS). There is work to be done in deciding on and constructing the validation sets; however, the build is approximately eighty percent completed. It could be finished and ready for design review sometime in June. AI added that he is more optimistic about the status of the project as it is continuing forward. He said that most of the project is funded. AI added that the Police Department has funded significant levels of on-site services from the vendor that has moved the build process along. Delays do occur in the interaction with other parts, the lack of human resources and skill sets, which DTIS could help to provide. AI said that the most significant impediment to progress is the internal lack of IT personnel within the Police Department, which the City should help to solve. Tom agreed that the product is "off the shelf;" however, he outlined some of the tasks he faces: he has had to load data, re-do some previously "finished" work, train non-experts to participate in the on going process of the validation tables and evaluation of the business models, examine and discuss the conversion of existing legacy data. The vendor suggested doing this at once, but SFPD resources cannot support that and Tom thinks they should construct the interfaces on an incremental basis. Tom said that constructing the interfaces would be a huge challenge. He is hoping that DTIS would help to provide the pathway between the servers.

Members said that they understand and have experienced or are experiencing the frustrations with under funding and understaffing that Tom describes. It was noted that DTIS does help to the extent that they are able, but they are limited as well. The representatives to the Council are the Project Managers, in some cases also having other responsibilities within their departments, and said that they are constantly involved in problem-solving, and it is almost impossible to set a time frame and stick to it because delays always occur.

Tom said that the City hierarchy has to come to understand what is really needed to sustain and complete a project of this magnitude, not just to get it started and hope for the best. Tom asks that the City address the current problems of management, adequate funding and knowledgeable staffing. Members expressed the opinion that if the project were really a high priority for the City, the resources would be there. They are beginning to feel a lack of support at the highest level, despite its inception with the then Supervisor Newsom.

AI said that there has been a huge turnover of leadership, in the City and in Departments, since he has been involved in the project, which has had a profound negative effect on the project. Another problem has been the "underwhelming" level of investment. He said that the Sheriff's Department has seen the smoothest completion of a new system, under budget, due to their steadfast, motivated and dedicated leadership and personnel. AI said that additional staff is not always the answer. What is needed is institutional, organizational maturity. He added that the importance of DTIS is that it has the knowledge and institutional maturity needed, but even at that, they do not have the investment or project management that they need. Tom said that the focus of investment and concern must be on the HUB; its completion would help agencies most at this point. He added that the ultimate goal of the project is, and always was, the shared information and the integration of the individual case management systems. The unique quality of the legacy system, after all, is the degree of intra-departmental integration, which the HUB is destined to replace.

Lenore said that she appreciates the candor of members in sharing their experiences and discussing these important and difficult issues. She said that even though she is new to her position, she now has a better understanding of the project and growing realization of the issues faced by the project managers. She assured members that she would be working on the challenging issues they have brought to light today. She said that she had heard about some of the problems before today, but not in as much detail, and she has already spoken to the Budget Office regarding staffing

for the HUB. She said that now that she knows the will of the Council, she would continue to promote the project and lobby even more strongly for improvement in the areas discussed. Eileen suggested that Lenore stay in close communication with Walt for specific details about what is needed for the HUB.

Sheriff's Department – Eileen said that they are ready to go live with the JMS and are waiting for the HUB. She said that they would have to do some re-training of personnel. Tom added that he expects to need two hundred days for training alone. He wants to have the infrastructure and software in place and functioning, so that after training, people are actually using the system. Members added that they do not want to have to re-train staff because of the many delays before rollout. They said that sometimes it is not possible and too costly to bring the vendor back for training.

Adult Probation Department (APD) – Ernest Mendieta said that they have been testing the upgrade on the servers. They have identified the super-users. The testing screens have been completed and they should have completed testing in another week. They have found some problems and are working closely with the vendor, Syscon. They are still working to address the issue of bad data that went into their system: these were cases where probation was already expired. They have identified cases that were closed and removed them. Ernest said that they are going through a complete audit of every caseload in the Department to insure that only live cases remain.

Ernest said that there have been some obstacles to their progress. Patrick Lam, IT Manager since October, is still learning the system and the business practices of the office, which will be changing. Ernest said that they have been meeting with AI and DTIS, who have been helpful in providing support. Ernest said that their department does not have the skills to complete the CLETS upgrade application required for connection to the new message switch. They have asked for assistance from MOCJ. Lenore added that MOCJ is trying to get an extension on the deadline for connection. She said that a meeting would take place on Wednesday, May 16th, at 2:00, in Room 201, at City Hall. Financial issues relative to the connections would be on the agenda. Ernest added that APD would be hiring a second IT person.

Superior Court - Pat said that they have identified their beta testing team and expect to begin testing during the middle of June.

HUB Project - Rob presented an update. Rob said that John James is retiring. Rob said that John and Siu Mei Wong have worked with all the departments and John will be missed. He said that people have been accustomed to calling John or Siu Mei for help at any time, but that model was not working in the development of the HUB: the "spokes" and the core pieces that they understand, the work on the mainframe and the Oracle HUB environment. Rob said he has been re-purposing their time during this past year to be more dedicated to the work of the HUB.

He said that the team has been testing and developing core pieces. They soon would be closing out the Sheriff's "spoke" around the seven message types. He said that they are working on the specifications of the messages and testing new message types with the JMS and all of the data variables within those message types. Rob said that he thinks that part is completed. He said that they are looking at business process exceptions within the JMS that may not have been covered in the specification document, such as interrupted booking, or a more complex people movement process. The last piece is to make sure that all case management systems, for now, JMS and RMS, log all error messages. There are error logs to track all messages that JMS or the HUB should have received but had been rejected for one reason or another. There are multiple logs for the messages that indicate where a breakdown may have occurred. Owens Information Systems (OIS) has been helping to test the HUB to and from the mainframe. Mainly testing the HUB to the mainframe, since they are now successfully receiving from the District Attorney to the HUB. They will be meeting shortly to discuss the testing procedure and what would be provided to them from JMS.

Rob said that the next portion involves the vendor, PlanGraphics, who is working on the HUB "engine," which consists of the interfaces to other systems and Oracle BPEL. Rob said that for cost management purposes, PlanGraphics is working on site only when needed. Fortunately, some of their work could be accomplished at their remote location. John and Siu Mei are the mainframe experts and can work on the departmental data and tables and conversions of data. The challenges are to get accurate data out of the mainframe.

Rob said that they are approximately seventy percent completed with the HUB engine. He said that it should be all installed by the end of May. He added that with OIS help, they should be able to perform back and forth to the HUB without human interaction. It is unknown at this point how many iterations OIS would need to sign off on the data. In answer to a question, Rob said that they have had a few meetings. They provided some data to OIS, but need to keep working on this, and evidently have not provided all that was needed. Rob added that he is relying on his team, John and Siu Mei, to take the JMS data and manually create the data for the mainframe. This is a tedious and time-consuming process. Rob thinks this would be completed next week, which would speed up the process with OIS. He said that Siu Mei has already provided an example of every message type coming out of JMS. He expects to find out what is missing on Monday.

Eileen noted that the OIS contract was delayed from the end of the year until the second week of March, which has caused a delay and backlog in the OIS workload, primarily to sustain the legacy system. The contract process was begun in August 2006, and not completed until March 2007, held up by the City Attorney's Office. OIS was not permitted to work from January 1st until March 8th. Tom said that they, too, have experienced contract delays from the City Attorney's Office and the Purchasing Department. Eileen said that there is no one in the Office to deal with the technical contracts, and there is a general lack of cooperation and understanding of what departments are dealing with. Each department seems to have had the same battle. Members agreed that they have had bad experiences with contracts and would like MOCJ to intervene. Tom suggested that IT PM has some documentation that could be helpful in the contract process, which could make it run more smoothly for the attorneys, the vendors and the clients. Tom added that it should be emphasized that there are only a few individuals who understand the legacy systems and he does not think there is enough documentation about them.

Rob said that they are documenting their work as they proceed. They would take what they have learned in working on the JMS to apply to other systems. They have written specifications for the HUB and will have a diagram and design document completed, which is in use by DTIS and PlanGraphics. Work done by John and Siu Mei has been documented in handoffs, for the domain-specific work for the Public Defender or the District Attorney, so that John's work would be captured for future use. Some changes have taken place over the years, and those mainframe changes have largely been documented and would be up to date before John leaves.

Rob said that they spent a day at Oracle to become exposed to their "service oriented architecture," which is a good description of the HUB. The Oracle experts were in attendance and Rob said he was able to ask design specific questions. He said that he was gratified to learn that every design issue, and steps taken that he had been concerned about, was validated. He said that even the "work arounds" were the correct ones. Members can be assured that the HUB is moving along correctly and logically.

Server Project - Rob said that they are moving forward on the blades and the JUSTIS Storage Area Networks (SANs). They have been addressing questions that are coming in from vendors and they should be seeing bids shortly. There was a problem with the federal purchase specific language in the posting of the materials to be purchased. The team and he spent approximately one week with DTIS Operations and Purchasing to insure that all the software involved, in all of the departments and the HUB, is certified under support for IBM, without excluding competing technologies.

New Business - Al said that one of the desirable components of the project was to have a website, which people could visit to track its progress and some of the work being done. A JUSTIS website was created, but they found that it was not being kept up appropriately, and it began losing value over the years. An initiative by DTIS was put forward for Program Management Office, which would provide the software to build a JUSTIS website and repository which people could access. To act more quickly, it was decided that IT PM should contract with INNOTAS to build out the JUSTIS repository. Al said that he has been working on it for about a month and is in the final stages of a build. He said that he would have reports ready for members to view at the next Council meeting. Data could be accessed relevant to particular projects. This item would be on the Agenda for the next Council meeting.

Adjournment- The next Council meeting is scheduled for Thursday, June 14, 2007, at 10:00 a.m., in the Adult Probation Conference Room. There being no further business before the Council, Martha moved to adjourn the meeting. Pat seconded the motion, which was carried unanimously. The meeting was adjourned at 12:02 p.m.

